

# Memorandum

**TO:** HONORABLE MAYOR  
AND CITY COUNCIL

**FROM:** Jacky Morales-Ferrand

**SUBJECT: COMMUNITY PLAN TO END  
HOMELESSNESS**

**DATE:** January 12, 2015

Approved



Date

1/21/15

## **RECOMMENDATION**

Adopt a resolution to endorse and support the Destination: Home Community Plan to End Homelessness 2015-2020.

## **OUTCOME**

Approval of the recommended action will align the City with other jurisdictions, governmental bodies, and community partners in a coordinated regional plan with the goal of ending and preventing homelessness in Santa Clara County.

## **BACKGROUND**

Homelessness continues to be a pressing issue for the City of San José and Santa Clara County as a whole. According to the U.S. Department of Housing and Urban Development's 2014 Annual Homeless Assessment Report, among the 48 Major City Continuums of Care, Santa Clara County has:

- the seventh largest number of homeless persons on any given night;
- the third largest number of chronically homeless persons;
- the fourth largest number of homeless individuals;
- the fourth largest number of unaccompanied homeless youth; and
- the fifth largest number of homeless veterans.

To respond to this crisis, the City and its partners have been working towards a comprehensive, regional response to homelessness for over a decade. The City's 2003 Homeless Strategy, coupled with Santa Clara County's Ten-Year Plan to End Homelessness, led to the formation of the Blue Ribbon Commission on Affordable Housing and Homelessness. After months of study and research, the Commission released an executive report in 2007, detailing several key

recommendations needed to effectively address the needs of homeless people in Santa Clara County.

In 2008, the City and its partners created Destination: Home (D:H) to implement the recommendations of the Blue Ribbon Commission on Affordable Housing and Homelessness. D:H is a public-private partnership serving as the backbone organization for collective impact strategies to reduce homelessness in Santa Clara County. In this role, D:H drives and aligns resources to end chronic homelessness and is improving how systems work together to intervene with episodic and situational homeless individuals and families at risk of becoming chronically homeless.

## **ANALYSIS**

With D:H staff playing a coordinating role over the past year, leaders from the City, the County, other government agencies such as the Housing Authority of the County of Santa Clara and the Santa Clara Valley Water District, service providers, philanthropy, community institutions, and business organizations created the Community Plan to End Homelessness in Santa Clara County (Community Plan – See Attachment A).

Over 200 community, business, and civic leaders participated in the six month planning process that included several summit meetings held throughout Santa Clara County. The Community Plan was developed to enhance the community's work towards ending and preventing homelessness among all homeless persons and families.

Major points of emphasis in the Community Plan include:

1. *Disrupt the System* – Develop strategies and innovative prototypes that transform the systems related to housing homeless people.
2. *Build the Solution* – Secure the funding needed to provide 6,000 housing opportunities with services to those who are homeless and those at risk of homelessness.
3. *Serve the Person* – Adopt an approach that recognizes the need for client-centered strategies with different responses for different levels of need and different groups, targeting resources to the specific individual or household.

D:H's Board approved the Community Plan in October 2014. To ensure that all key partners are fully committed to the Community Plan's successful implementation, D:H is now seeking the City Council's endorsement and will go to other governing boards and elected bodies seeking similar support over the next few months. Endorsement by the City Council and these other entities would unify the community around long-term solutions to end and prevent homelessness. The Community Plan builds upon previous plans including the County's 2005 Ten-Year Plan to End Chronic Homelessness: Keys to Housing and San Jose's 2003 Homeless Strategy. An

annual Implementation Guide (see attachment B) will accompany the Community Plan, providing specific actions, goals, and milestones for each year.

The City Council's endorsement of the Community Plan is consistent with the Envision San José 2040 goals related to the issues of affordable housing and homelessness. First, the Community Plan would continue to advance the goal of supporting strategies in collaboration with other jurisdictions and agencies to end homelessness by creating permanent housing solutions (Housing Goal H-2.7). Second, the Community Plan's focus on developing 6,000 housing opportunities for homeless persons and families aligns with the goal to facilitate the provision of housing sites and structures across location, type, price and status as rental or ownership that respond to the needs of all economic and demographic segments of the community including homeless individuals and families (Housing Goal H-1.2). Finally, the Community Plan's scope includes all homeless populations and enhances partnerships with the County, government agencies, housing and service providers, businesses, and other stakeholders, that will further strengthen the City's ability to effectively respond to the needs of its most vulnerable residents.

### **EVALUATION AND FOLLOW-UP**

An annual Implementation Guide will accompany the Community Plan, providing specific actions, goals, and milestones for each year that relates to the City and the region as a whole. Staff will return to Council to provide updates on progress in reaching city-specific goals. D:H will also produce annual reports detailing the progress of the overall plan.

Staff may also return to the City Council with requests for funding, policy making decisions, or operational adjustments related to the Community Plan. If necessary, these items will relate to specific actions and will be brought forth on an individual basis.

### **POLICY ALTERNATIVES**

**Alternative #1:** Do not endorse the Community Plan to End Homelessness.

**Pros:** Does not commit the City to supporting a specific strategy.

**Cons:** Does not align the City with the current regional approaches to ending homelessness.

**Reason for not recommending:** Not endorsing the Community Plan could hinder the ability of the City to work with other jurisdictions, governmental bodies, and community partners in ending and preventing homelessness regionally.

### **PUBLIC OUTREACH**

This memorandum and its attachments will be posted on the City's Agenda website for the February 3, 2015 City Council Agenda.

HONORABLE MAYOR AND CITY COUNCIL

January 12, 2015

**Subject: Community Plan**

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### **COORDINATION**

Preparation of this report was coordinated with the Office of the City Attorney and the City Manager's Budget Office.

### **CEQA**

Not a Project, File No. PP10-068.

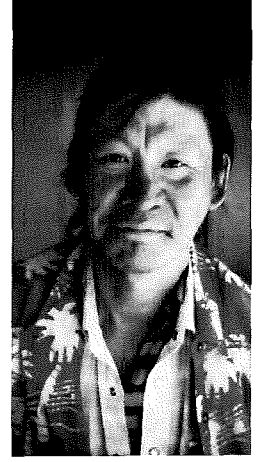
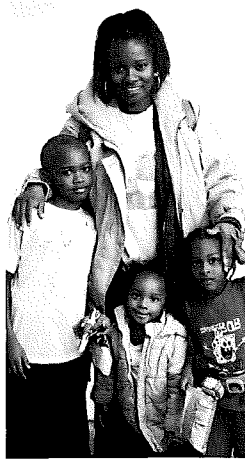
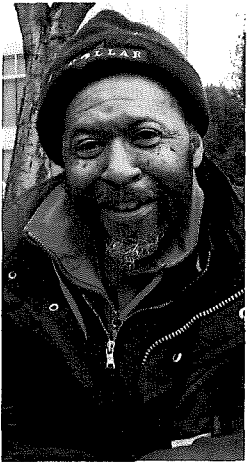
/s/

Jacky Morales-Ferrand

Interim Director, Housing

For questions, please contact Ray Bramson, Homelessness Response Manager, at (408) 535-8234.

Attachments



# COMMUNITY PLAN TO END HOMELESSNESS IN SANTA CLARA COUNTY

2015-2020



## WHAT WE WANT

A community in which all residents have access to appropriate and affordable housing and the support they need to retain it. We can end homelessness.

**WE KNOW HOW.**

## WHO WE ARE



## ABOUT THIS PLAN

This plan exists to create a community-wide roadmap to ending homelessness for the next five years. This plan will guide governmental actors, nonprofits, and other community members as they make decisions about funding, programs, priorities, and needs. This plan was created in April-August 2014 after and through a series of community summits related to specific homeless populations and homeless issues in Santa Clara County, including summits related to:

Youth Families Veterans North County South County Environmental advocates

Discharging institutions (health care, mental health, corrections)

Nonprofit board members Disruptive thinking about housing

An implementation body will use this plan as a guide to create an annual community action plan that will provide the "how" to this plan's "what." In 2014, the annual action plan has been heavily informed by the information provided by community members at the summits.

## OUR VISION: No one lives outside.

**It can happen to anyone:** a job loss; a medical condition; missing a rent payment; falling behind and finding that you have nothing to fall back on. There are many ways someone can become homeless and only one way to really solve it. Homelessness doesn't end when we clear out an encampment or when we hand out blankets. Homelessness ends when everyone has a home.

In our community, a public-private partnership has been formed and already started removing traditional institutional barriers, creating new ways to provide accessible and affordable housing and defying convention in finding homes for many people, but there is still more to be done. It is time for our successes to be brought to scale.

Silicon Valley doesn't give up when there's a challenge. We solve it.

Over the last decade, Santa Clara County has gradually organized around a community-wide effort to address homelessness. In 2003, the City of San Jose completed a Homeless Strategy designed to eliminate chronic homelessness by focusing on prevention, rapid rehousing, wraparound services and proactive efforts. That led to Santa Clara County's 2005 Ten Year Plan to End Homelessness, and the 2008 Blue Ribbon Commission culminating in the establishment of Destination: Home as the public-private partnership vehicle to implement these strategies, resulting in a 2011 campaign geared towards ending chronic homelessness. Time and results have taught us that of the strategies laid out in 2003, access to housing is what works.

We can end homelessness. We know how. Move people into homes and align the support services they need to be successful and the cycle of homelessness stops.


Over the last two years, our coordinated effort proved that a Housing First model works in Santa Clara County. It demonstrated what national experts have known for years: it's cheaper to permanently house someone than to continually care for them while they live on the street. Lasting inter-agency partnerships have been forged and a new table of local leadership emerged to tackle our toughest barriers. With the momentum of this short term campaign, a singular question presented itself, "How many people should we leave on the streets?" The immediate and definitive answer our leaders delivered was, "None."


Ten years of progress has brought Santa Clara County to this point in time. We have **new collaborative cross sector partnerships**. We have a track record of success with **a new housing system**. We have **new tools** to engage both public and private sector funders. The public is demanding a real solution to homelessness and we are dedicated to delivering one. It's time to reimagine homes and rebuild lives. **We can end homelessness**. This is how we start.

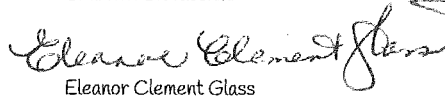
The Destination: Home Leadership Board:

  
Chris Block

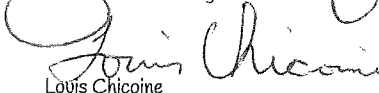
  
Shannon Giovacchini

  
Katherine Harasz

  
Jan Bernstein Chargin

  
Eleanor Clement Glass

  
John A. Solvato

  
Louis Chicoine

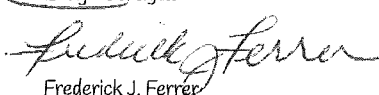
  
Beau Goldie

  
Ben Spero

  
Leslye Corsiglia

  
Gary Graves

  
Ted Wang

  
Frederick J. Ferrer

# HOW CHANGE WILL HAPPEN:

**1**

## DISRUPT SYSTEMS

Develop disruptive strategies and innovative prototypes that transform the systems related to housing homeless people.

**2**

## BUILD THE SOLUTION

Secure the right amount of funding needed to provide housing and services to those who are homeless and those at risk of homelessness.

**3**

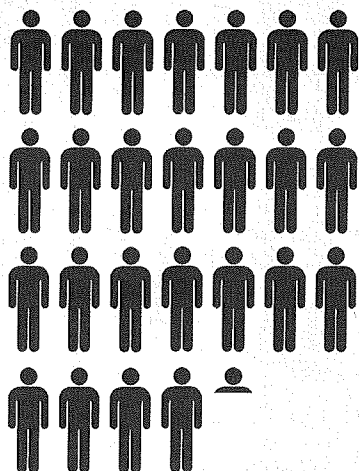
## SERVE THE PERSON

Adopt an approach that recognizes the need for client-centered strategies with different responses for different levels of need and different groups, targeting resources to the specific individual or household.

# OUR TARGETS:

## CHRONICALLY HOMELESS:

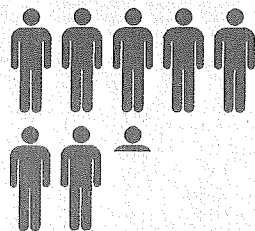
**2,518** Will Be Housed



In the 2013 Santa Clara County Point In Time (PIT) count, there were 2518 chronically homeless people, not including veterans.

## VETERANS:

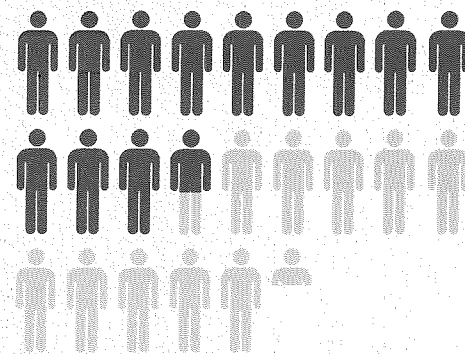
**718** Will Be Housed



In the 2013 PIT count, 718 veterans were homeless.

## CHILDREN, YOUTH, AND FAMILIES:

**>2,333** Will Be Housed



In the 2013 PIT count, 1,266 unaccompanied youth under the age of 25 were identified, of which 164 (13%) were under 18. Also, there were 1,067 homeless individuals living in 349 families with at least one child under 18.

One  represents 100 people



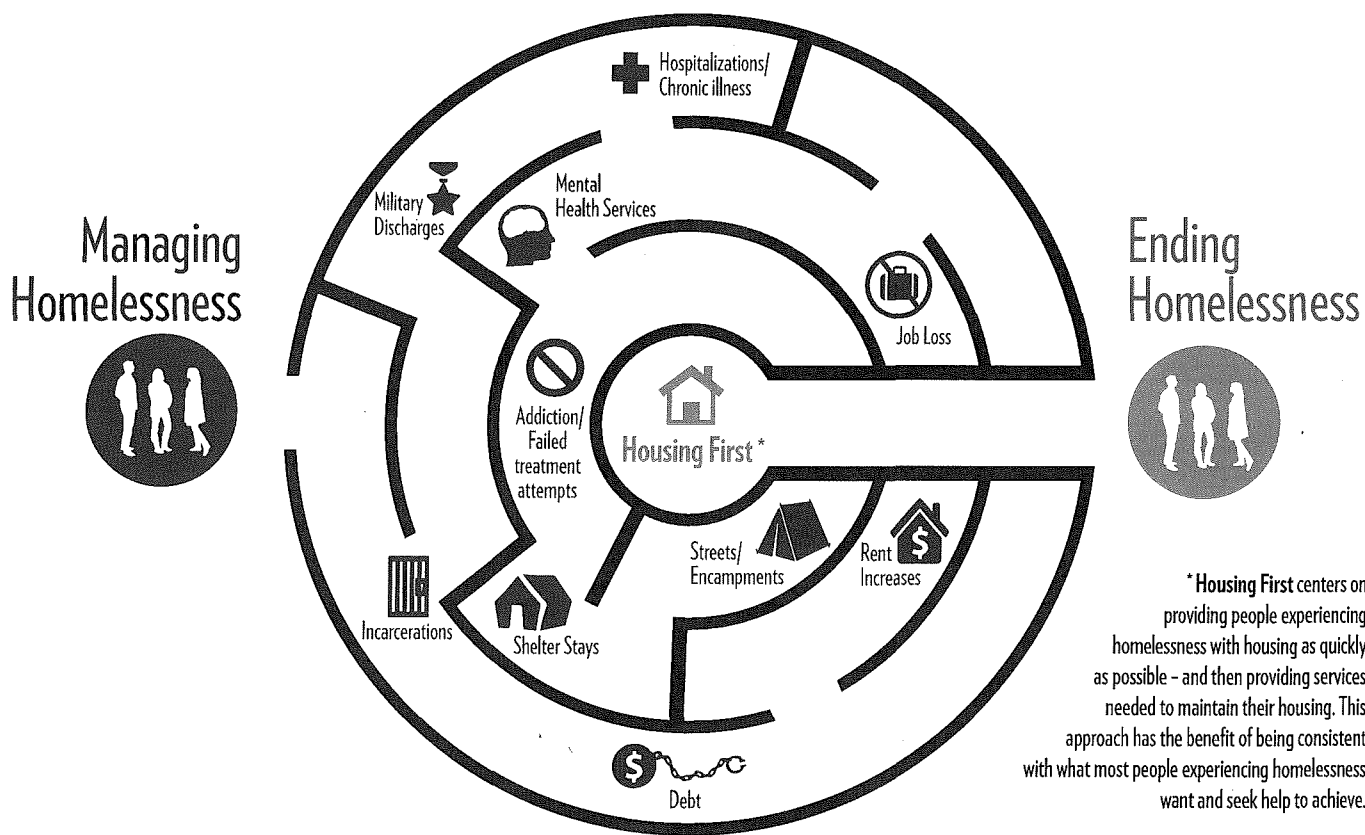
# 1 DISRUPT SYSTEMS

ACT FAST. STOP MANAGING AND  
START ENDING HOMELESSNESS.

WHAT WE ARE DOING	HOW WE WILL DO IT	2015	2020
TRANSFORM THE WAY GOVERNMENT RESPONDS TO HOMELESSNESS	Rethink how government organizes to respond to homelessness	Independent, siloed responses from each government system, each focused on one piece of the puzzle (e.g., health care, income)	Regionally coordinated resources and funding with all systems accountable for moving people into housing
	Ensure people leaving systems do not become homeless	Some homeless people leave systems (corrections, hospitals, mental health, foster care) without a next step in place	At discharge, all individuals have a plan for permanent housing and none are discharged to the streets
	Increase access to benefits for people who are homeless or at risk of homelessness	In 2013, 35% of homeless people received no government benefits	Homeless and at-risk individuals access all income and service benefits for which they are eligible
INCLUDE THE PRIVATE SECTOR AND THE COMMUNITY IN THE SOLUTION	Increase awareness	People in the private sector and community often see homelessness as an intractable and remote problem	Community members will understand their role in responding to homelessness and know it is solvable
	Increase and align private resources	Overall, private funding is unpredictable and working towards diverse goals	There is a coordinated funding strategy across the community, increasing funding, working towards the same goals, and relying on best practices
	Provide opportunities for the business sector to address homelessness	Businesses, often unintentionally, create barriers to ending homelessness	Businesses are partners in housing and employing people who are homeless
	Collaborate with community organizations	Some community groups target their resources to short-term responses	Informed community groups partner with other sectors to support efforts that end homelessness
	Engage with the environmental community to reduce the environmental impacts of homelessness	Unsheltered homelessness negatively impacts the environment and waterways and reduces the value of a community resource	This community has restored the environment, providing employment/housing opportunities for those formerly living in encampments

# 1 DISRUPT SYSTEMS

WHAT WE ARE DOING	HOW WE WILL DO IT	2015	2020
<b>THE BEST HOMELESS SYSTEM OF CARE</b>	Coordinate housing and services to connect each individual with the right housing solution	Homeless people may call many providers and sit on several waiting lists before they get housed and many families become homeless when it could be avoided	People who are homeless or at risk of homelessness get connected directly to the right resource for them
	Respond to system barriers and service gaps by making the best use of existing assets	There are many homeless programs and responses in this community, but no great way of knowing what works best, with lots of people still living outside	Community-wide, outcome-based decisions about the best programs and structures to meet community needs are made and implemented
	Partner across public and private sectors to improve systemic coordination	The private and public sectors operate independently, resulting in a patchwork of funding, priorities, and outcomes	Private sector and public sector funding is mutually supportive, creating a system of care that's internally consistent
	Increase provider capacity	Homeless providers want to end homelessness, but may not have the resources to do that	All homeless providers have sufficient resources to successfully implement programs that end homelessness

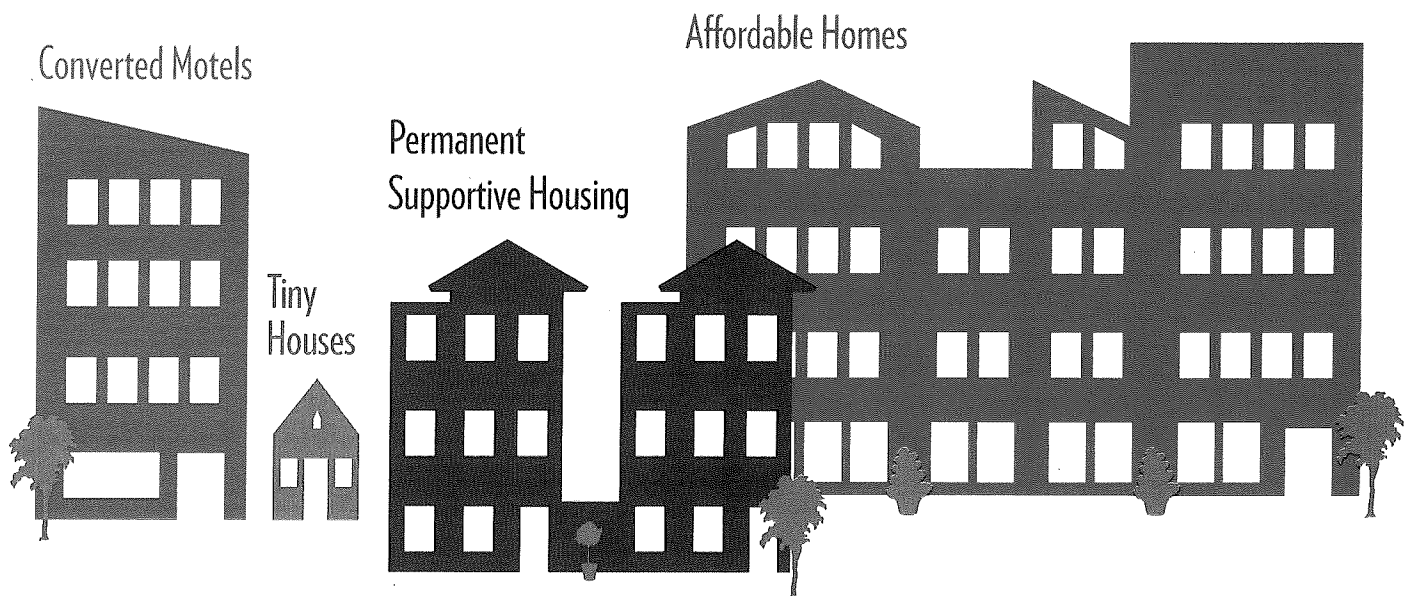


# 2 BUILD THE SOLUTION

## SCALE THE RESOURCES TO MEET THE NEED.

WHAT WE ARE DOING	HOW WE WILL DO IT	2015	2020
CREATE NEW HOMES AND OPPORTUNITIES FOR HOMELESS MEN, WOMEN, AND CHILDREN	Create 6,000 housing opportunities	There are approximately 6,000 people in our three target populations who do not have homes	People who are homeless have 6,000 more housing opportunities available to them
	Fund supportive services for the new housing opportunities	People who are homeless, even if they have housing, often cannot maintain it without case management, health care, and financial services	Each of the 6,000 new tenants has access to the services that will allow him or her to maintain housing

## UNIQUE APPROACHES TO UNIQUE POPULATIONS



# 3 SERVE THE PERSON

GIVE PEOPLE WHAT THEY NEED, NOT WHAT WE HAVE.  
MORE EFFECTIVE, MORE EFFICIENT, MORE HUMANE.

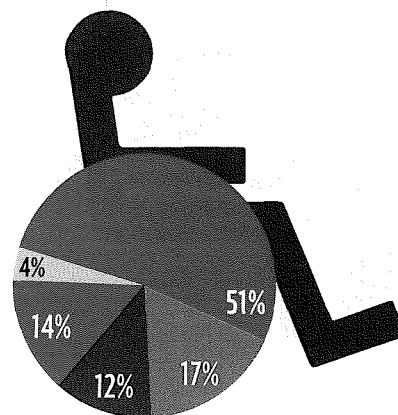
WHAT WE ARE DOING	HOW WE WILL DO IT	2015	2020
DIFFERENT RESPONSES FOR DIFFERENT LEVELS OF NEED	Provide permanent supportive housing to end chronic homelessness	Many disabled people who have lived outside, sometimes for years, need housing that responds to their conditions	Chronically homeless people can access permanent supportive housing with intensive case management and wrap-around services
	Expand rapid rehousing resources to respond to episodic homelessness	Some people in our community experience repeated bouts of homelessness and are not able to stabilize with the resources available to them	Households with barriers to housing can access a temporary housing subsidy and step down services that are structured to end homelessness for that household for good
	Prevent homelessness before it happens	There are not enough resources available to help people avoid homelessness, or avoid homelessness again	Households at risk of homelessness have access to homeless prevention resources: housing stability services, emergency rental assistance, financial literacy, & landlord/tenant assistance and employment support services: child care, transportation, job training & placement

**64%** of 2013 survey respondents reported a unique challenge.

## UNIQUE CHALLENGES

- Mental illness\*
- Substance abuse
- Chronic physical illness
- Physical disability
- Developmental disability

\*Mental illness includes PTSD, depression, and other mental illnesses including bipolar and schizophrenia.  
Note: Multiple response question, numbers will not total to 100%.



# 3 SERVE THE PERSON

## WHAT WE ARE DOING

## HOW WE WILL DO IT

2015

2020

### UNIQUE APPROACHES FOR UNIQUE POPULATIONS

Create bridges and supports for populations who struggle to function within the homeless system of care

Certain populations have specific barriers to accessing the resources available to them to end their homelessness:

- Veterans
- Persons living with HIV/AIDS
- Persons with serious mental illness
- People with disabilities

Resources support all homeless subpopulations to access housing and make best use of their specific benefits, employment, housing opportunities, and access to food and healthcare

Structure housing and services to meet the needs of young people experiencing homelessness

Youth, children, and families are failed by several systems of care when they become homeless, and young people are underserved by a homeless system designed to meet adult needs

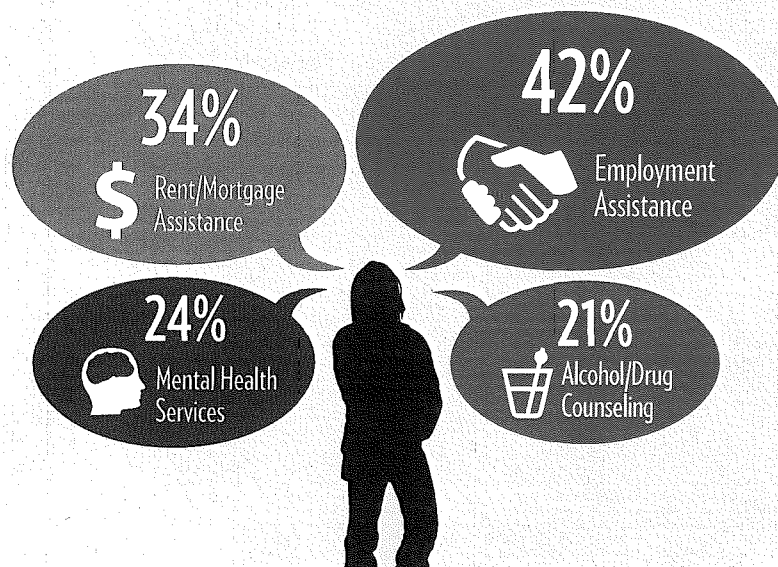
Systems of care work together to support housing and services that meet the needs of families, children, and youth, including robust prevention programs

Make resources available in all parts of the County

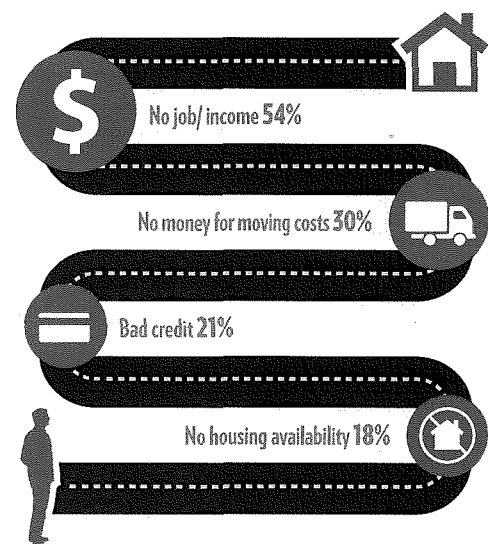
North & South County do not have many housing options, nor adequate access to county services, and transportation is limited

Housing and services are available to people living in North & South County, in their communities

## WHAT MIGHT HAVE PREVENTED RESPONDENTS' HOMELESSNESS



## OBSTACLES TO SECURING PERMANENT HOUSING





## THANK YOU!

Each summit was attended by a variety of stakeholders that donated their time to ensure that this plan includes input from the full community.

### PLANNING PARTNERS INCLUDED:

Abode Services	Gilroy Compassion Center	Santa Clara County Creeks Coalition
ACT for Mental Health	Goodwill of Silicon Valley	Santa Clara Valley Medical Center
Audubon Society	Office of Assemblyman Rich Gordon	Santa Clara Valley Water District
Bill Wilson Center	Greenbelt Alliance	Office of Supervisor Joe Simitian
California Water Boards	The Health Trust	The County of Santa Clara
Office of Supervisor Dave Cortese	HomeAid Northern California	Second Harvest Food Bank
California Youth Connection	HomeFirst	Silicon Valley Children's Fund
Catholic Charities of Santa Clara County	Hospital Council of Northern California	Silicon Valley Community Foundation
City of Gilroy	Housing Authority of the County of Santa Clara	Silicon Valley Community Partnership
City of Milpitas	Housing Trust Silicon Valley	Sobrato Philanthropies
City of Morgan Hill	InnVision Shelter Network	South County Collaborative
City of San Jose	Kaiser Permanente	Stanford Hospital
City of Sunnyvale	Law Foundation of Silicon Valley	Sunnyvale Community Services
The Commonwealth Club	Purissima Hills Water District	Swords to Plowshares
Community Solutions	Restore Coyote Creek	United Way Silicon Valley
Community Technology Alliance	St. Joseph's Family Center	Valley Homeless Healthcare Program
Community Working Group	St. Mary Parish Gilroy	Veterans Administration, Palo Alto Healthcare System
The David & Lucille Packard Foundation	San Jose State University	Water and Power Law Group PC
Destination: Home	Santa Clara Adult Education	West Valley Community Services
Downtown Streets Team	Santa Clara County Office of Reentry Services	
Family Supportive Housing, Inc.		

Taking this plan forward,  
**THE 2014 IMPLEMENTATION GROUP INCLUDES:**

Alison Brunner, Law Foundation of Silicon Valley	Kate Severin, Department of Veterans Affairs
Beth Leary, Family Supportive Housing	Katherine Harasz, Housing Authority of the County of Santa Clara
Chris Elias, Santa Clara Valley Water District	Kevin Zwick, Housing Trust Silicon Valley
Eileen Richardson, Downtown Streets Team and Community Technology Alliance	Ky Le, County of Santa Clara
Elise Cutini, Silicon Valley Children's Fund	Leslye Corsiglia, City of San Jose
Ellen Clear, The David and Lucile Packard Foundation	Louis Chicoine, Abode Services
Erin Gilbert, Charles and Helen Schwab Foundation	Michael Fallon, San Jose State Universtiy
Erin O'Brien, Community Solutions	Michael Fox, Goodwill Industries
Frederick J. Ferrer, The Health Trust	Poncho Guevara, Sacred Heart Community Services
Javier Aguirre, Santa Clara County Office of Reentry Services	Rick Williams, Sobrato Family Foundation
Jeff Ruster, City of San Jose Work2Future	Roberta Rosenthal, Department of Veterans Affairs
Jennifer Loving, Destination: Home	Sara Doorley, Valley Healthcare for the Homeless
Jenny Niklaus, HomeFirst	Shiloh Ballard, Silicon Valley Leadership Group
Julie Gantenbein, Water & Power Law Group PC	Sparky Harlan, Bill Wilson Center
Karae Lisle, InnVision Shelter Network	

Our gratitude to each of you  
 for your work and dedication  
 to ending homelessness together.

DESTINATIONHOMESCC.ORG

## Community Plan to End Homelessness in Santa Clara County (2015-2020)

### Annual Implementation Guide for 2015

The Annual Implementation Guide (referred to as “Guide” throughout this document) for 2015 of the Community Plan to End Homelessness (referred to as “Community Plan” throughout this document) in Santa Clara County (referred to as “County” throughout this document) was developed by the Implementation Workgroup in Fall of 2014 and was informed by summits that occurred in the Spring and Summer and a community Open House in September. In addition to the action steps for the first year, this guide includes follow up action steps that will be incorporated in future annual implementation guides. It is anticipated that the guide will be a living document that will continue to adjust during the year.

### **Summary of Community Guide**

#### **DISRUPT SYSTEMS**

##### **1.1 Transform the Way Government Responds to Homelessness**

- A. Rethink how governments and public entities organize to respond to homelessness
- B. Ensure people leaving systems do not become homeless
- C. Increase access to benefits for people who are homeless or at risk of homelessness

##### **1.2 Include the Private Sector and the Community in the Solution**

- D. Increase awareness
- E. Increase and align private resources
- F. Provide opportunities for the business sector to address homelessness
- G. Collaborate with community organizations
- H. Engage with the environmental community to reduce the environmental impacts of homelessness

##### **1.3 Create the Best Homeless System of Care**

- I. Coordinate housing and services to connect each individual with the right housing solution
- J. Respond to system barriers and service gaps by making the best use of existing assets
- K. Partner across public and private sectors to improve systemic coordination
- L. Increase provider capacity

#### **BUILD THE SOLUTION**

##### **2 Create New Homes and Opportunities to House Homeless Men, Women, and Children**

- M. Create 6,000 Housing Opportunities
- Fund supportive services for the new housing opportunities

#### **SERVE THE PERSON**

##### **3.1 Different Responses for Different Levels of Need**

- N. Provide Permanent Supportive Housing to end chronic homelessness
- O. Expand rapid rehousing resources to respond to episodic homelessness
- P. Prevent homelessness before it happens

##### **3.2 Unique Approaches for Unique Populations**

- Q. Create bridges and supports for populations who struggle to function within the homeless system of care
- R. Structure housing and services to meet the needs of young people experiencing homelessness
- S. Make resources available in all parts of the County

## Annual Implementation Guide

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
	<b>STRATEGY 1: DISRUPT SYSTEMS</b>			
	<b>Government</b>			
<b>A</b>	<i>Rethink How Government Organizes</i>			
<b>A1</b>	<b>JURISDICTIONAL COORDINATION:</b> Get agreement from local governments to coordinate funding for homeless services and housing and to implement a coordinated housing strategy	<ul style="list-style-type: none"> <li>Each city and public entity creates housing opportunities as stated in guide</li> <li>If needed, consider other organizational structures for coordinating strategy (e.g., Joint Powers Authority)</li> </ul>	<b>County of Santa Clara</b> <ul style="list-style-type: none"> <li>All 15 cities</li> <li>Public entities (Housing Authority of the County of Santa Clara (HACSC), SV Water District, Valley Transportation Authority)</li> </ul>	<ul style="list-style-type: none"> <li>The Community Plan is presented to and endorsed by all 15 cities and public entities</li> <li>Housing production goals and a detailed housing creation plan are created (<i>See related activity M1 below</i>)</li> </ul>
<b>A2</b>	<b>INTER-DEPARTMENTAL COORDINATION:</b> Work to coordinate efforts and establish meaningful roles and responsibilities for County departments, city departments (e.g., police, rangers, parks), and departments within other public entities in ending and preventing homelessness	<ul style="list-style-type: none"> <li>Expand and enhance inter-departmental and inter-governmental coordination of services</li> <li>Consider the formation of an Inter-departmental Council to support other specific goals of the strategic plan and to increase accountability</li> </ul>	<b>County Executive</b> <ul style="list-style-type: none"> <li>Director, SSA</li> <li>Director, DBHS</li> <li>County Office of Supportive Housing</li> <li>Director, Ambulatory Care Health Services</li> <li>HACSC</li> <li>Cities</li> </ul>	<ul style="list-style-type: none"> <li>Service intersections and overlap among governmental departments and public entities is understood, and gaps are identified</li> <li>Progress is made on developing community-wide performance measures related to homelessness</li> </ul>



#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
A3	<b>COUNTY OFFICE OF SUPPORTIVE HOUSING:</b> Establish the County's role in housing and homelessness by creating an Office of Supportive Housing, defining its role in creating housing opportunities, and clarifying its role in responding to homelessness	Year one work is expected to lead to identification of next steps <i>(See also other guide activities lead by County Office of Supportive Housing or Collaborative Applicant)</i>	<b>County of Santa Clara</b>	<ul style="list-style-type: none"> <li>A coherent and comprehensive set of policies are developed that support the development of Extremely Low Income (ELI) and Permanent Supportive Housing (PSH)</li> <li>An ongoing revenue source for ELI and special needs housing is identified</li> </ul>
A4	<b>COST STUDY:</b> Complete a cost study to understand the costs of homelessness on all county systems of care and use it to help analyze the long-term savings connected to meeting the targets of the Guide <i>(See related activity I1 below)</i>	<ul style="list-style-type: none"> <li>Based on the cost study's findings, evaluate how to reinvest and redistribute local resources</li> </ul>	<b>County Office of Supportive Housing/ Destination: Home</b> <ul style="list-style-type: none"> <li>County departments</li> <li>City departments (e.g. policy, fire, housing)</li> <li>Public Entities</li> </ul>	<ul style="list-style-type: none"> <li>An analysis of the long-term savings from Guide implementation is completed (anticipated completion date of January 2015)</li> </ul>
A5	<b>SURPLUS LAND:</b> Identify available government and public entity surplus land that could be used for temporary or permanent homes and begin conversations to use these properties for developments that serve homeless individuals and families	<ul style="list-style-type: none"> <li>Continue to work with local governments and public entities to develop housing strategies for surplus land</li> </ul>	<b>Destination: Home</b> <ul style="list-style-type: none"> <li>County departments</li> <li>City departments (e.g. planning, , housing, parks)</li> <li>Public Entities</li> </ul>	<ul style="list-style-type: none"> <li>A list of all surplus lands appropriate for PSH and ELI housing is compiled</li> <li>A strategy for how to obtain land that sites the maximum possible units is completed</li> </ul>

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
<b>B</b>	<i>No One Discharged to Homelessness</i>			
<b>B1</b>	<p><b>DISCHARGE PLANNING:</b> Analyze and understand discharge planning procedures in:</p> <ul style="list-style-type: none"> <li>• Jails and prisons</li> <li>• Foster care, and</li> <li>• Hospitals (mental health and general health)</li> </ul> <p>Work to implement streamlined and consistent discharge procedures at local hospitals</p>	<ul style="list-style-type: none"> <li>• Improve and streamline discharge planning procedures in each system of care</li> <li>• From discharging locations, streamline access to life stabilization resources and immediate placement in housing through coordinated assessment</li> </ul>	<p><b>Collaborative Applicant (County Office of Supportive Housing)</b></p> <ul style="list-style-type: none"> <li>• County departments</li> <li>• City departments (e.g. policy, police, housing)</li> <li>• Systems of care</li> <li>• Hospital Council</li> </ul>	<ul style="list-style-type: none"> <li>• The scope of systemic discharges to homelessness from each system of care is researched and understood, including the number of people being discharged from systems, and the resources available to help them</li> <li>• Confirm that all systems have policies in place regarding discharge to homelessness, and confirm that all policies and procedures are followed by staff</li> <li>• Improved discharge procedures and plans are in place for local hospitals, with shared available resources</li> </ul>
<b>C</b>	<i>Increase Access to Benefits</i>			
<b>C1</b>	No planned activities in year one at this time	<ul style="list-style-type: none"> <li>• Expand mobile integrated service teams that enable homeless persons to apply for benefits and receive a variety of services (health/behavioral health, drug and alcohol treatment, housing placement services) from one team</li> <li>• Consider uniform application for locally determined benefits</li> </ul>	<p><b>To be determined</b></p> <ul style="list-style-type: none"> <li>• SSA</li> </ul>	No planned activities in year one at this time
	<b>Private Sector/Community (1.2)</b>			
<b>D</b>	<i>Increase Awareness</i>			
<b>D1</b>	<p><b>BRANDING CAMPAIGN:</b> Conduct a branding campaign to help homelessness become more relatable to larger populations and explain how it is solvable</p>	<ul style="list-style-type: none"> <li>• Allocate resources to support messaging adoption</li> <li>• Use branding as part of housing financing campaign</li> </ul>	<p><b>Destination: Home</b></p> <ul style="list-style-type: none"> <li>• Universities and colleges</li> <li>• Community based organizations</li> <li>• Media</li> </ul>	<ul style="list-style-type: none"> <li>• A branding campaign is launched and messaging is adopted by a wide variety of stakeholders</li> </ul>

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
<b>E</b>	<i>Align Private Resources</i>			
<b>E1</b>	<b>PHILANTHROPIC PARTNERSHIPS:</b> Commitment to campaign across private funders to align funder goals, expectations, allocation of resources, and performance measures with ongoing Community Plan implementation	<ul style="list-style-type: none"> <li>Partner with governments, public entities and providers to create innovative housing/services</li> <li>Create funding partnerships to achieve shared performance goals and encourage partnerships between philanthropies, governments and public entities</li> </ul>	<b>TBD</b> <ul style="list-style-type: none"> <li>SVCF</li> <li>Local and National Foundations</li> <li>Corporate Philanthropy</li> <li>Silicon Valley Leadership Group</li> </ul>	<ul style="list-style-type: none"> <li>Complete evaluation of the feasibility of a funding partnership and a decision is made about its form and potential partners</li> <li>Partnership body begins to work together toward shared outcomes</li> </ul>
<b>F</b>	<i>Opportunities for Business Sector</i>			
<b>F1</b>	<b>LANDLORDS:</b> Collaborate with rental property owners in the County, both market-rate and affordable to: <ul style="list-style-type: none"> <li>Increase available housing options and</li> <li>Respond to housing barriers (e.g., credit and criminal history) (<i>See related activities I1 and M1 below.</i>)</li> </ul>	Year one work is expected to lead to identification of next steps	<b>Housing Authority of County of Santa Clara</b> <ul style="list-style-type: none"> <li>Landlords</li> <li>Responsible Landlord Initiative</li> <li>Downtown Streets Team</li> <li>Community based organizations</li> </ul>	<ul style="list-style-type: none"> <li>Private units for all available rental subsidies are located (<i># to be added</i>)</li> <li>An outline of barriers to housing (<i>see Coordinated Assessment I1 below</i>) is developed, and strategies are created to respond</li> </ul>
<b>G</b>	<i>Collaborate with Community</i>			
<b>G1</b>	<b>APPLICATION:</b> Develop and launch a mobile application to coordinate food donations in City of San Jose	<ul style="list-style-type: none"> <li>Adopt technology solutions to connect community members and organizations that want to provide resources to agencies and people that need help</li> </ul>	<b>City of San Jose</b> <ul style="list-style-type: none"> <li>Silicon Valley Talent Partnership</li> <li>Universities and Colleges (<i>Matthew Bahls</i>)</li> </ul>	<ul style="list-style-type: none"> <li>A food application is launched to connect people who wish to donate food with those who need food</li> </ul>

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
<b>H</b>	<i>Engage Environmentalists</i>			
<b>H1</b>	<b>ENVIRONMENTAL IMPACTS:</b> Engage partners and develop and use a model to reduce environmental damage caused by homeless encampments throughout the County and in all its cities	Year one work is expected to lead to identification of next steps.	<b>Santa Clara Valley Water District</b> <ul style="list-style-type: none"> <li>• Environmental advocates</li> <li>• County</li> <li>• Cities</li> <li>• Public entities</li> </ul>	<ul style="list-style-type: none"> <li>• Outreach efforts are expanded to train and educate homeless persons as environmental stewards</li> <li>• Identify resources to support stewardship</li> <li>• The model of clearing encampments used by the City of San Jose is expanded to two additional sites in the County</li> </ul>

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
	<b>Best Homeless System of Care (1.3)</b>			
I	<i>Connect to Right Housing Solution</i>			
I1	<b>COORDINATED ASSESSMENT:</b> Implement a Coordinated Assessment system through which all individuals and households seeking housing or services in the homeless system of care are assessed, prioritized, and triaged for housing and services based on their needs using data-informed assessment tools	<ul style="list-style-type: none"> <li>• <i>Expand System</i> <ul style="list-style-type: none"> <li>○ Expand Coordinated Assessment system to include cross-system coordination (health care, mental health, benefits)</li> <li>○ Ensure that mainstream systems of care collect and record housing status consistent with homeless management information system definitions and categories of homelessness to ensure consistent terminology</li> </ul> </li> <li>• <i>Analyze and Use System Data in Decision-Making</i> <ul style="list-style-type: none"> <li>○ Reallocate housing resources and services to best respond to needs made apparent through Coordinated Assessment system data</li> <li>○ Analyze impact of Triage Tool, and redistribute funds to support housing and services needed for such individuals</li> <li>○ Identify and address barriers to temporary housing options systemically (pets, sober living, privacy, etc.)</li> </ul> </li> <li>• <i>Improve Use of Housing/Service Resources</i> <ul style="list-style-type: none"> <li>○ Work to specifically target housing resources to the individual or family most in need of support that would succeed with that resources</li> <li>○ Ensure basic needs of households are met (e.g. health care, food)</li> <li>○ Develop step-down plan for people no longer in need of supportive housing (<i>See related activity N1 below</i>)</li> </ul> </li> </ul>	<b>Collaborative Applicant (County Office of Supportive Housing)</b> <ul style="list-style-type: none"> <li>• Housing providers</li> <li>• Shelter providers</li> <li>• Service providers</li> <li>• Public entities</li> <li>• Systems of care</li> <li>• Continuum of Care (CoC) Coordinated Assessment Committee</li> <li>• City of San Jose</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinated Assessment system is functioning countywide</li> <li>• Triage Tool (an output of the Cost Study that will indicate which individuals are likely to be most costly to the County) is implemented in housing placement decisions by coordinated assessment system</li> <li>• Coordinated Assessment system collects data which is analyzed to identify gaps in the system of care</li> <li>• Coordinated Assessment system is effective at reducing placement time and making more accurate, successful placements than current system</li> </ul>



#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
J	<i>Best Use of Existing Assets</i>			
J1	<b>PHYSICAL ASSETS:</b> Review physical assets of existing homeless organizations to understand their usage and financial feasibility and possible repurposing	Year one work is expected to lead to identification of next steps	<b>Destination: Home/ City of San Jose/ Leslye Corsiglia</b> <ul style="list-style-type: none"> <li>County Office of Supportive Housing &amp; Shelter Providers</li> </ul>	<ul style="list-style-type: none"> <li>Asset Study is complete and next steps are identified</li> </ul>
J2	<b>FINANCIAL ASSETS:</b> Aligning with HUD expectations of a collaborative applicant, analyze how federal funds (including CoC, Emergency Shelter Grants (ESG), Housing Opportunities for Persons with AIDS (HOPWA), HUD Veterans Affairs Supportive Housing Program (HUD-VASH), Supportive Services for Veteran Families(SSVF), Homeless Veteran Rehabilitation Program (HVRP), Home Investment Partnerships Program (HOME), Community Development Block Grants (CDBG), Emergency Food and Shelter Program (EFSP), Veterans Affairs (VA), Department of Labor (DOL) )are used locally and work with the County and cities, and other bodies distributing funds to ensure such funds are coordinated and targeted to areas of greatest need	<ul style="list-style-type: none"> <li>Maintain annual activity of evaluating use and targeting of federal funds</li> </ul>	Collaborative Applicant (County Office of Supportive Housing) <ul style="list-style-type: none"> <li>CoC Board</li> <li>City of San Jose</li> </ul>	<ul style="list-style-type: none"> <li>Financial resources are realigned and coordinated to ensure that they address the greatest needs and that allocation of funds is data driven</li> </ul>

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
<b>K</b>	<i>Public Private Partnership</i>			
<b>K1</b>	<b>EMPLOYMENT:</b> <ul style="list-style-type: none"> <li>• Create and implement a countywide homelessness employment strategy to improve access to employment opportunities for homeless persons</li> <li>• Evaluate efficacy of Social Services Agency (SSA)/Work2Future employment pilot program</li> </ul>	Year one work is expected to lead to identification of next steps	<b>Leadership Opportunity (TBD)</b> <ul style="list-style-type: none"> <li>• Silicon Valley Leadership Group</li> <li>• Work2Future</li> <li>• SSA</li> <li>• Goodwill</li> <li>• Downtown Streets Team</li> <li>• Silicon Valley Talent Partnership</li> <li>• Joint Venture</li> <li>• Downtown Association</li> <li>• Chambers of Commerce</li> <li>• Buildings and Construction Trades Council</li> <li>• South Bay Labor Council</li> <li>• NOVA</li> </ul>	<ul style="list-style-type: none"> <li>• Employment study is completed and the results are evaluated for potential partnerships</li> <li>• Work2Future and SSA Pilot program is implemented to connect clients with employment</li> </ul>
<b>L</b>	<i>Increase provider capacity</i>			
<b>L1</b>	<b>PSH PROVIDER/DEVELOPERS:</b> Increase the region's capacity to develop new PSH (See related activity M1 below)	<ul style="list-style-type: none"> <li>• Develop pipeline of PSH</li> </ul>	<b>County Office of Supportive Housing</b> <ul style="list-style-type: none"> <li>• Destination: Home</li> <li>• Silicon Valley Council of Nonprofit</li> <li>• Housing Trust</li> <li>• City of San Jose</li> <li>• CoC Training Workgroup</li> </ul>	<ul style="list-style-type: none"> <li>• A scan of local nonprofit capacity to develop and manage PSH is completed</li> <li>• If needed, outreach to developers with PSH experience to build units or train and mentor existing entities</li> </ul>

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
L2	<b>DATA:</b> Create a data driven culture among homeless housing and service providers <ul style="list-style-type: none"> <li>Improve efforts to share, integrate, and coordinate data throughout the community, including through improving the use of and reliability of Help Management Information System (HMIS) data for decision-making</li> <li>Transfer the role of HMIS Lead for Continuum of Care activities to County Office of Supportive Housing to improve coordination of data</li> <li>Replace HMIS software system with a system with more capacity respond to our community needs</li> </ul>		<b>CoC Collaborative Applicant (County Office of Supportive Housing)</b> <ul style="list-style-type: none"> <li>Providers</li> <li>Public entities</li> <li>Cities</li> <li>County departments</li> <li>Community Technology Alliance</li> <li>Silicon Valley Council of Nonprofit</li> <li>HMIS</li> </ul>	<ul style="list-style-type: none"> <li>Increased use of HMIS data for decision-making at program and system levels is demonstrated.</li> <li>Community-wide performance measures will be identified and a system will be created to report progress</li> <li>HMIS Lead will be the County Office of Supportive Housing</li> <li>HMIS software will be replaced with improved system</li> </ul>
<b>STRATEGY 2: BUILD THE SOLUTION</b>				
M	<b>6000 Units &amp; Related Services</b>			
M1	<b>6000 UNITS:</b> Create and begin to implement a campaign that creates 6,000 new housing opportunities for homeless people, including: <ul style="list-style-type: none"> <li>New development (encompassing extremely low income units)</li> <li>Existing units</li> <li>Use of rental subsidies</li> <li>Permanent supportive housing</li> <li>Rapid rehousing</li> <li>Innovative housing options, such as tiny houses, and</li> <li>Services to support housing retention as needed in all units</li> </ul>	<ul style="list-style-type: none"> <li>Focus on development of PSH/Housing First (<i>See related activity N1 below.</i>)</li> <li>Set annual targets for allocation of Housing Choice Vouchers to create housing opportunities</li> <li>Create housing opportunities suitable to men and women with 290 sex offender status, by identifying potential locations and scale of housing need (<i>See also Strategy 3.2</i>)</li> </ul>	<b>Destination: Home</b> <ul style="list-style-type: none"> <li>Cities</li> <li>County</li> <li>Public entities</li> <li>County Office of Supportive Housing</li> <li>Housing Authority</li> <li>Funding partnerships</li> </ul>	<ul style="list-style-type: none"> <li>A housing financing and development plan to create 6,000 housing opportunities is completed and implementation begins</li> </ul>

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
M2	<b>FUNDING:</b> Assess, identify and plan for options to create a funding stream for the development of affordable and supportive housing	<ul style="list-style-type: none"> <li>• Lead a campaign to create new funding mechanisms, including a potential housing bond, parcel tax, and sales tax measure</li> <li>• Investigate and access non-traditional funding sources and new sources of funding, like the Affordable Care Act (ACA)</li> <li>• Develop and implement an advocacy strategy to bring resources to the County to address housing need (e.g., 1115 to access ACA funding for services)</li> <li>• Implement creative efforts to use funding differently</li> <li>• Create collaborations with the environmental advocacy community that respond to shared goals</li> </ul>	<b>Destination: Home</b> <ul style="list-style-type: none"> <li>• County of Santa Clara</li> <li>• City of San Jose</li> <li>• Funding partnerships</li> <li>• Public partners</li> <li>• San Jose State University</li> </ul>	<ul style="list-style-type: none"> <li>• The feasibility study of the housing implementation plan is completed</li> <li>• The silent phase of the campaign is launched</li> </ul>
	<b>STRATEGY 3: SERVE THE PERSON</b>			
	<b>Different levels of need (3.1)</b>			
N	<i>PSH for CH</i>			
N1	<b>HOUSING 1000:</b> Institutionalize and expand the Housing 1000 strategy of direct access to permanent supportive housing for chronically homeless households	<ul style="list-style-type: none"> <li>• Develop opportunities for meaningful daytime activity for chronically homeless households</li> <li>• Build ability and desire of housing first tenants to move to other, less service intensive housing</li> </ul>	<b>County Office of Supportive Housing</b>	<ul style="list-style-type: none"> <li>• The County Office of Supportive Housing assumes oversight of the coordinated assessment system and the Care Coordination Project, centralizing the access point for chronically homeless households</li> </ul>
O	<i>RRH for Episodic</i>			
O1	<b>CALWORKS:</b> Implement the CalWORKS rapid rehousing program	Year one work is expected to lead to identification of next steps.	<b>Social Services Agency</b> <ul style="list-style-type: none"> <li>• Emergency Assistance Network</li> </ul>	<ul style="list-style-type: none"> <li>• Resources to implement the rapid rehousing model are identified</li> </ul>

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
P	<i>Prevention</i>			
P1	<b>PREVENTION:</b> Build countywide prevention model and system of care, focusing on outcomes and best methods to deploy prevention resources.	<ul style="list-style-type: none"> <li>• Build partnerships with the County Office of Education, Social Services, etc. in order to identify resources for homeless families and increase efforts relating to homeless students</li> <li>• Improve access to homelessness prevention resources in schools, daycare, CalWORKS, etc.</li> <li>• Increase capacity of the Emergency Assistance Network (EAN )to prevent homelessness</li> <li>• Review EAN system to determine administrative improvements and ways to understand funding necessary to increase ability to prevent homelessness</li> </ul>	<b>County Office of Supportive Housing</b> <ul style="list-style-type: none"> <li>• Emergency Assistance Network</li> <li>• County Department of Education</li> <li>• City of San Jose</li> <li>• Schools</li> <li>• Family and youth providers</li> <li>• Bill Wilson Center</li> <li>• McKinney-Vento Education Liaison for the County</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of increased resources for a locally-funded Homelessness Prevention and Rapid ReHousing (HPRP) program model.</li> </ul>
	<i>Unique populations (3.2)</i>			
Q	<i>Populations that need extra help</i>			
Q1	<b>VETERANS:</b> Participate in activities related to the federal challenge to end veteran homelessness completely by 2020	<ul style="list-style-type: none"> <li>• Focus on other high needs populations, e.g. seriously mentally ill people</li> <li>• Consider tailoring services for veteran age cohorts as needs may be different for younger veterans than older ones</li> </ul>	<b>Veterans Affairs</b> <ul style="list-style-type: none"> <li>• City of San Jose</li> <li>• HACSC</li> <li>• County Office of Supportive Housing</li> <li>• Housing providers</li> <li>• VA</li> <li>• SSVF &amp; HUD VASH providers</li> <li>• HomeFirst</li> </ul>	<ul style="list-style-type: none"> <li>• Increase housing and supportive services opportunities for veterans to match Veterans Affairs goals</li> <li>• Local Veterans Affairs goals and metrics, as well as information from agaps analysis, is used to make decisions and impact results</li> </ul>



#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
Q2	<b>FOOD ACCESS:</b> Conduct food assessment to understand food landscape and develop action plan to address unmet needs	<ul style="list-style-type: none"> <li>Ensure homeless individuals and families have access to food</li> </ul>	<b>The Health Trust</b> <ul style="list-style-type: none"> <li>Food banks</li> <li>Social service agencies</li> <li>Farmers (understanding of food availability)</li> <li>Second Harvest</li> <li>Grocery stores</li> </ul>	<ul style="list-style-type: none"> <li>A Food Access Study is completed, providing an understanding of county-wide food access and distribution and delineation of strategies to address limitations</li> </ul>
R	<i>Young People</i>			
R1	<b>RRH FOR TAY:</b> Provide housing opportunities for Transition Aged Youth (TAY), including analyzing current housing opportunities and funding and evaluating a rapid rehousing program for TAY	<ul style="list-style-type: none"> <li>Fund scholarships for homeless youth</li> </ul>	<b>County Office of Supportive Housing</b> <ul style="list-style-type: none"> <li>Educational organizations</li> <li>Bill Wilson Center</li> <li>Unity Care</li> <li>Star</li> </ul>	<ul style="list-style-type: none"> <li>An analysis of what is currently working and what is not working for TAY youth is completed, including improvement recommendations</li> </ul>
S	<i>All Parts of County</i>			
S1	<b>SOUTH/NORTH COUNTY:</b> In implementing each of the above year one activities, focus on making and reporting on progress in all areas of the County	<ul style="list-style-type: none"> <li>Increase access to services and benefits for residents of North and South County by making electronic interviews possible (e.g., Skype) and by expanding availability of the UPLIFT Transit Pass program (See related activity C1 above)</li> </ul>	<b>County Office of Supportive Housing/ Destination: Home</b> <ul style="list-style-type: none"> <li>Emergency Assistance Network</li> <li>Social Security Administration</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrated progress in responding to homelessness in all areas of County</li> </ul>

**Implementation Guide Coordinator:** CoC Board and Collaborative Applicant